

PROCEEDINGS OF THE BROWN COUNTY EXECUTIVE COMMITTEE

Pursuant to Section 18.94 Wis. Stats., a regular meeting of the **Brown County Executive Committee** was held on Monday, May 10, 2010 in Room 200 of the Northern Building – 305 East Walnut Street, Green Bay, Wisconsin

Present: Mary Scray, Chair, Jesse Brunette, Tom DeWane, Bernie Erickson, Pat Evans, Tom Lund, Guy Zima
Also Present: Tom Hinz, Jayme Sellen, Fred Mohr, Lisa Wilson, Sara Perrizo, John Luetscher, Don Kocken, Debbie Klarkowski, Don VanderKelen, Shelly Nackers, Bob Hermann, Joe VanDeurzen
Supervisors Andrews, Dantine, Moynihan, Schuller, VanVonderen
Other Interested Parties

I. **Call Meeting to Order:**

The meeting was called to order Chair Mary Scray at 6:00 p.m.

II. **Approve/Modify Agenda:**

Item #15 was moved forward, although shown in proper format here.

Motion made by Supervisor Zima and seconded by Supervisor DeWane to approve the agenda as modified. MOTION APPROVED UNANIMOUSLY

III. **Election of Vice Chair:**

Motion by Supervisor DeWane to nominate Guy Zima as Vice-Chair of the Brown County Executive Committee. Nominations Closed.

GUY ZIMA elected as Vice-Chair of Brown County Executive Committee by unanimous ballot.

Chair Scray pointed out that County Code automatically names the Vice-Chair of the County Board as Chairman of the Executive Committee.

IV. **Set Time and Date for Regular Meetings:**

Motion made by Supervisor DeWane and seconded by Supervisor Lund to set the meeting time and date as the Monday before the County Board meeting at 6:30 p.m. MOTION APPROVED UNANIMOUSLY

V. **Approve/Modify Minutes of April 12, 2010:**

Motion made by Supervisor DeWane and seconded by Supervisor Brunette to approve the minutes. MOTION APPROVED UNANIMOUSLY

Comments from the Public/Such Other Matters as Authorized by Law:

Supervisor Evans arrived 6:07 p.m.

(Move to #15 on the agenda)

Communications:

1. **Communication from Supervisor Moynihan – Request for your consideration to amend the County Code Chapter 2.04(d) by striking the word “secret” and replace the word “open”. *Referred from April County Board:***

Supervisor Moynihan explained that since submitting his communication to change the language in Chapter 2.04(d) from “secret” to “open” voting, he has changed his mind and would like to suggest it be left to the discretion of Board members at the time a Chair and Vice-Chair are elected.

Motion by Supervisor Lund and seconded by Supervisor Brunette to leave voting for the Chair and Vice-Chair either secret or open to the discretion of the Board members at the time of voting.

Supervisor Zima stated he sees no benefit to having an open ballot, that it only causes rancor, pressure, and hard feelings. He supports a secret ballot as it is the cornerstone of democracy.

Motion amended by Supervisor Lund and seconded by Supervisor Brunette to amend the Brown County ordinance to allow Board members discretion of an open or closed ballot prior to election of leadership.

Ayes: Brunette, Lund

Nays: Erickson, DeWane, Scray, Zima

MOTION FAILS 4-2

2. **Communication from Supervisor DeWane, - Review with possible action to move the 911 Communication Center under the control of the Brown County Sheriff. (Referred from April County Board:**

Supervisor DeWane explained he brought this issue forward to the Public Safety Committee to determine if there would be any cost savings. At the last Public Safety meeting he was told that there was a former User Board that oversaw the 911 Center and suggested this Board be brought back.

Motion by Supervisor Zima and seconded by Supervisor Evans to refer to the June meeting of the Public Safety Committee for further discussion.

MOTION APPROVED UNANIMOUSLY

3. **Communication from Supervisor Dantine – To have Administration give us a 5-7 year capital plan so we can bond no more each year than we pay off, so we can lower our debt in the future and use less if on the dollars to pay interest and use it to pay for services. *Referred from April County Board:***

Supervisor Dantine expressed his disapproval of bonding, stating he would rather the County have a fund for capital improvements that could grow each year. Additional discussion resulted in a recommendation to refer to Administration to develop a plan as part of the annual budget. Supervisor Zima asked that it include a schedules as to how much should be saved each year.

Motion made by Supervisor Zima and seconded by Supervisor DeWane to refer to Administration to develop a plan as part of the annual budget which includes schedules as to how much to save each year.

MOTION APPROVED UNANIMOUSLY

Appointment by Executive Committee:

4. Re-establish Legislative Sub-Committee for 2010-2012 Session:

Chair Scray explained that Supervisor Mike Fleck has requested the Legislative Sub-Committee be reinstated.

Motion made by Supervisor Lund and seconded by Supervisor Erickson to approve the re-establishment of the Legislative Sub-Committee for the session beginning in January 2011. MOTION APPROVED UNANIMOUSLY

Elected Officials Pay Scale:

5. Salaries for Elected Officials:

Supervisor Lund recommended that salaries for elected officials be increased at a 0% the 1st year 1% the second year, and 2% the 3rd and 4th years. Chair Scray disagreed with this formula stating she would only support a zero % increase the 1st and 2nd years, and a 1% the 3rd and 4th years.

Motion made by Supervisor Lund and seconded by Supervisor Zima to set the salaries of elected officials at 0% the 1st year, 1% the 2nd year, and 2% the 3rd and 4th years of the term.

Ayes: Brunette, DeWane, Evans, Lund, Zima

Nays: Erickson, Scray

MOTION APPROVED 5-2

Legal Bills:

6. Review and Possible Action on Legal Bills to be paid:

Legal bills were reviewed and recommended for payment.

Motion made by Supervisor Zima and seconded by Supervisor Lund to approve. MOTION APPROVED UNANIMOUSLY

Reports:

6a. Executive Committee Chair – LEAN Management Update:

An article published by the Wisconsin Counties Associate written by County Executive Hinz was distributed and is attached. Hinz stated it is his vision to incorporate an innovative philosophy and work process known as "LEAN Management". This is a philosophy that seeks the involvement of all employees to eliminate waste, add value, and promote continuous improvement to work processes. (Please read attached article for details.)

Motion made by Supervisor Erickson and seconded by Supervisor Lund to receive and place on file. MOTION APPROVED UNANIMOUSLY

7. Internal Auditor Report:

a. Budget Status Financial Report for March 31, 2010:

Sara Perrizo reported that 48% of the operations and maintenance budget has been used due to full payment of WCA and NACO dues, along with charges for new VoIP phones installed in the Board office in March. In addition, 57% of the Contracted Services budget has been used due to partial payment of the 2009 external audit fees.

Motion made by Supervisor Lund and seconded by Supervisor Erickson to approve. MOTION APPROVED UNANIMOUSLY

b. **Information Services Department Internal Controls Audit:**

Ms. Perrizo reported that she has completed an audit of the internal controls surrounding monetary receipts and disbursements in the Brown County Information Services (IS) Department. Her report included in packet material includes seven recommendations which have been addressed by Robert Heimann, IS Director.

Mr. Heimann is in agreement with the Internal Auditor's recommendation that there should be a tightening of controls in the storage room which holds technology equipment before installation. The Auditor recommended both badge controlled access and a security camera be considered. Although Heimann did not disagree with this, did opine that a motion detecting security camera strategically placed would be sufficient for control.

At the request of the Internal Auditor that both measures be implemented, the committee concurred.

Motion made by Supervisor DeWane and seconded by Supervisor Lund to approve recommendations in the Internal Auditor Report with reference to the IS storage room for two security measures, a security camera and badge controlled access.

MOTION APPROVED UNANIMOUSLY

c. **Other:**

The Internal Auditor also addressed an issue related to the number of employees with key access to departments, stating it is a County wide issue.

Supervisor Lund also pointed out there is a lack of security at the Adams Street door, stating he has used that entrance to find public who have come in out of the weather.

Ms. Perrizo was directed to review this issue to determine just who has what access. The County Executive Assistant offered to help her with this task.

Motion made by Supervisor Lund and seconded by Supervisor Erickson to direct Internal Auditor to review issues with employees who have key access to departments and report back with recommendations.

MOTION APPROVED UNANIMOUSLY

With regard to a question at the last meeting relative to who would serve in the event the Executive cannot, Ms. Perrizo reported that according to State Statute, the County Board Chair would fill in.

Ms. Perrizo reported that per a directive from this committee, she is meeting monthly with the Human Resources Department.

8. **County Executive Report:**

a. **Budget Status Financial Report for March 31, 2010:**

Motion made by Supervisor Zima and seconded by Supervisor DeWane to receive and place on file.

MOTION APPROVED UNANIMOUSLY

9. **Labor Negotiator Report:**

Don VanderKelen reported that given difficulties with the labor law he must work with, guidelines have been used for a two year contract as given to him by this committee with regard to a labor agreement with the Brown County Human Services professional employees. He indicated that Debbie Klarkowski, Human Resources Director, has given him excellent research materials and has participated in bargaining. Please see # 17 of packet material for details of the agreement which is to be signed tomorrow, May 11, 2010.

Motion made by Supervisor Zima and seconded by Supervisor Brunette to receive and place on file. MOTION APPROVED UNANIMOUSLY

VanderKelen reported that the union has made a claim that the issue of furloughs is mandatory bargaining. Although it was not disputed, Attorney Mohr has prepared a concept. (see below – 10a)

10. **Board Attorney Report:**

a. **Report on Furloughs:**

Fred Mohr reported that a tentative agreement has been received relative to the furlough concept he prepared with the Teamsters and with the independent unions. He is waiting for a response, which he predicts will be favorable from the ACSME unit. He explained there are actually three levels of furlough. Most of the furlough units except the 24/7 units and the Library will do a bifurcated furlough system with two days of unpaid leave that are mandated, those being the day after Thanksgiving, half of Christmas Eve, and half of New Years Eve. The balance of the three furlough days can be taken as unpaid leave or it can be substituted with accrued paid time off. The second tier of furlough days deals with represented employees who are 24/7 and the 3rd tier deals with non-represented employees.

A cost analysis has been completed which shows that the represented furlough program will save a minimum of \$382,000. More significant is that through April 15th, the County has already saved \$738,000 by not filling vacancies. If this is projected throughout the balance of the year, a possible \$2.5 million savings is possible.

Motion made by Supervisor Zima and seconded by Supervisor Lund to receive and place on file. MOTION APPROVED UNANIMOUSLY

Standing Item:

11. **Review Brown County requirements of ID when applying for any Social Services from the County: *Referred to April meeting:***

Supervisor Scray reported that this is an ongoing process. She referred to information in packet material received from API Services/Veridocs. She will continue to update the committee.

Motion made by Supervisor Lund and seconded by Supervisor Erickson to receive and place on file. MOTION APPROVED UNANIMOUSLY

Other:

12. Discussion of Protocol in Absence of Committee Chair:

Attorney Fred Mohr explained that present ordinance addresses the County Board and states that in the absence of the Committee Chair, the Vice-Chair will serve. Robert's Rules of Order also covers this item.

Motion made by Supervisor Evans and seconded by Supervisor DeWane to receive and place on file. MOTION APPROVED UNANIMOUSLY

13. Discussion and Possible Action re: "Comments from the Public regarding Agenda Items Only" on the full County Board Agenda:

Supervisor Zima questioned the need for this item to be on the agenda, noting that they have always allowed the public to speak. Attorney Mohr noted that he is not aware of any State Statute requiring this, although agreed to do further research and report back.

Motion made by Supervisor Zima and seconded by Supervisor Erickson to hold. MOTION APPROVED UNANIMOUSLY

14. Discussion re: Agenda Deadlines and Possible Action if items are not received on time. *Held for one month:*

Chair Scray advised new Chairs that agenda items need to be in the County Board office the Tuesday before the meeting at 4 p.m. This can be done by mail, e-mail, or by phone. Any items received after this date may not get on the meeting agenda.

Motion made by Supervisor Erickson and seconded by Supervisor Evans to receive and place on file. MOTION APPROVED UNANIMOUSLY

Resolutions/Ordinances:

15. Resolution re: Approving Buyer's Agency Representation Agreement for Acquisition of Real Estate for Brown County Sheriff's Department Operations. *Referred form April County Board:*

Board Counsel, Fred Mohr, explained that the Seller signs the listing contract, thereby agreeing to pay a commission to the Buyer's Agent who would represent the County in a transaction. The County would sign a contract with that agent and any commission that is paid is deducted from the Seller's fee, meaning there is zero cost to the Buyer.

Supervisor Erickson pointed out that the Buyer's Agreement identifies a specific real estate property. He asked that that language referring to 2684 Development Drive in the Village of Bellevue be stricken so that it is non-specific to a particular property.

Motion made by Supervisor Zima and seconded by Supervisor Lund to rewrite the 2nd Whereas of the Resolution *Approving Buyer's Agency Representation Agreement for Acquisition of Real Estate for Brown County Sheriff's Department Operations* to read: The County has a potential interest for acquiring real estate for possible locations for the Brown County Sheriff's Department. MOTION APPROVED UNANIMOUSLY

Supervisor Zima also asked that #'s 6, 7, 8, & 9 of the Buyer's Agreement be stricken as it is found confusing.

Motion made by Supervisor Zima and seconded by Supervisor Lund to strike #'s 6, 7, 8, & 9 of the Buyer's Agreement.
MOTION APPROVED UNANIMOUSLY

Supervisor Zima explained the reason for this action is to assure that no one would think the County would be responsible for any cost. The Buyer's Agent, Joe VanDeurzen, is not only looking at the potential of the Bellevue property, but any other that may be appropriate for the Sheriff's Department. He pointed out that moving the Sheriff's Department would save dollars by eliminating rental of the Denil building and other rental properties presently used for storage. Zima also addressed remodeling of the old Mental Health Center, stating the cost makes it prohibitive.

Zima explained that although the County is also looking at the Orde Advertising building and other properties, the S&L Building in Bellevue appears to be the best fit for Sheriff Department needs. He explained that interest rates are at the lowest in many years, the Federal Government offers a 35-45% rebate on the interest if an unoccupied building is purchased, there is high unemployment with contractors looking for work, in addition to a stressed property available at a low price.

County Executive Hinz added that the issue began when the Sheriff was looking for a new location for the Drug Task Force. He reiterated that the Buyer's Agent Contract will not cost Brown County anything. He spoke highly of Joe VanDeurzen who is a former Brown County Supervisor and who also has a prior history in law enforcement. He has the trust of the County Board, knows the real estate market, and knows the needs of the Sheriff's Department.

16. Resolution re: Change in Table of Organization Department of Administration:

Motion made by Supervisor Erickson and seconded by Supervisor Lund to approve. MOTION APPROVED UNANIMOUSLY

17 Resolution re: Authority to Executive a 2010-2011 Labor Agreement with the Brown County Human Services Professional Employees:.

Motion made by Supervisor Evans and seconded by Supervisor DeWane to approve. MOTION APPROVED UNANIMOUSLY

Other:

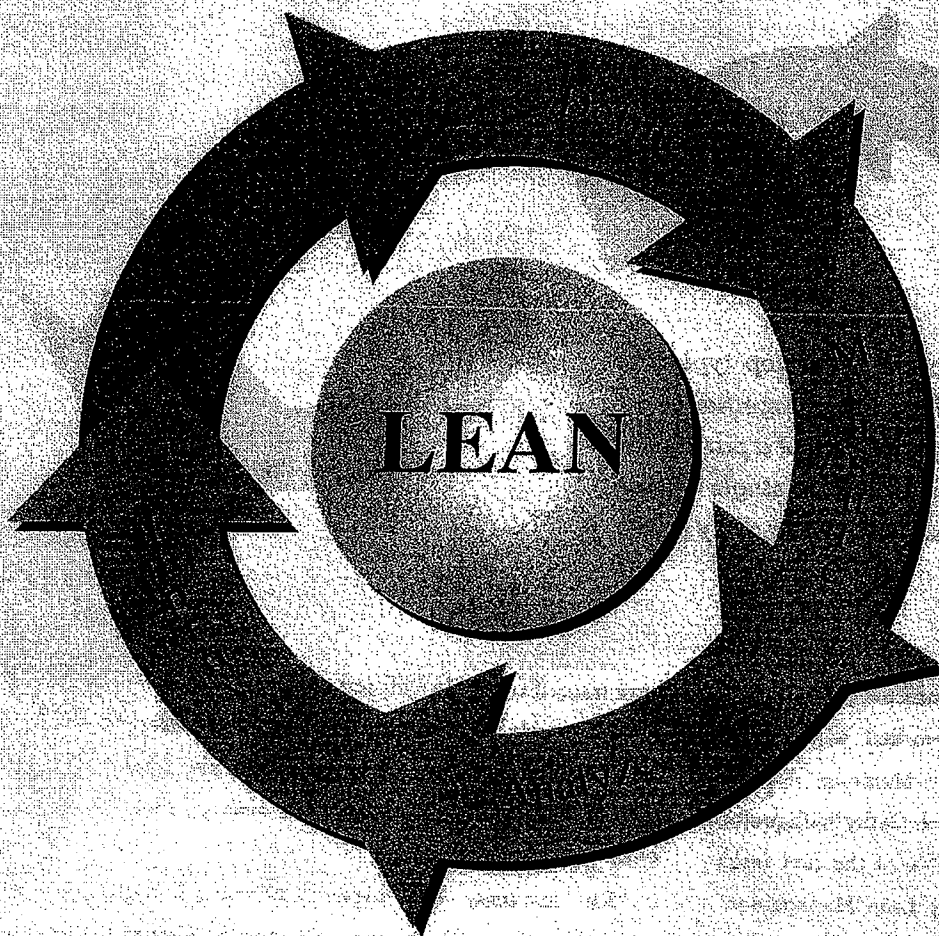
18. Such Other Matters as Authorized by Law: None

Motion made by Supervisor Lund and seconded by Evans to adjourn at 8:16 p.m. MOTION APPROVED UNANIMOUSLY

Respectfully submitted,

Rae G. Knippel
Recording Secretary

April



*-Michelle Gormican Thompson,
Thompson Communications*

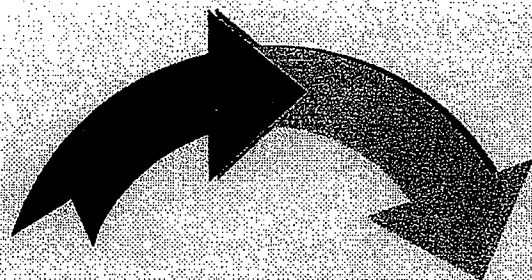
Brown County Utilizes Innovative *LEAN* Management Program

Government shouldn't be the caboose, we should be the engine," said Brown County Executive Tom Hinz. It is this vision that has led the county to incorporate an innovative philosophy and work process known as "LEAN Management."

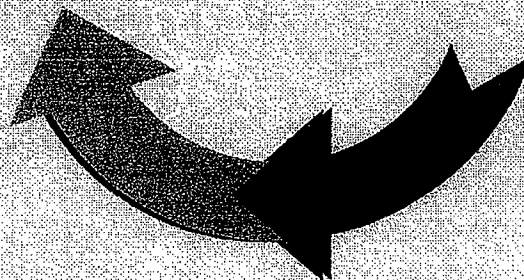
"LEAN is a philosophy that seeks the involvement of all employees to eliminate waste, add value and promote continuous improvement to work processes," said Hinz. "The LEAN process stresses respect for people and teamwork and incorporates a series of analytical techniques for process improvement."

County Executive Hinz is quick to stress that LEAN is not about eliminating jobs, but rather, making jobs easier and more efficient, while focusing on customers. He first heard of this process when speaking with local business executive Dan Ariens, President and CEO of Ariens Company, Inc., in nearby Brillion, Wisconsin.

"The company instilled the LEAN principles and saw a real paradigm shift in the way they did business. From 2001-2006, when many others were struggling in the industry, they were able to improve production 12% each year," said Hinz. "This got us in Brown County thinking about what we do every



A group kaizen in essence is a workshop, typically three days long, which brings together team leaders, managers and employees of a particular county department to analyze every single aspect of the jobs they do on a daily basis.



day and how we could do our jobs better."

County Executive Hinz worked with Brown County Human Resources Manager Debbie Klarkowski and Register of Deeds Cathy Williquette, to get the process moving. One of the first tasks was to create a Brown County Lean Management Steering Committee, of which Williquette chairs.

The committee is made up of the county executive, as well as department heads and managers who offer management expertise and skills, knowledge of Brown County's mission statement, goals and objectives and who have management influence over the resources to make LEAN efforts successful.

One of their first tasks was to identify those county employees that could be facilitators and trainers in working with departments to review work processes. The county worked with Northeast Wisconsin Technical College and Optima, a management consulting firm.

"Initially, we struggled to find people that were willing to be trained as leaders," said Hinz. "Today, the momentum has been tremendous and we already

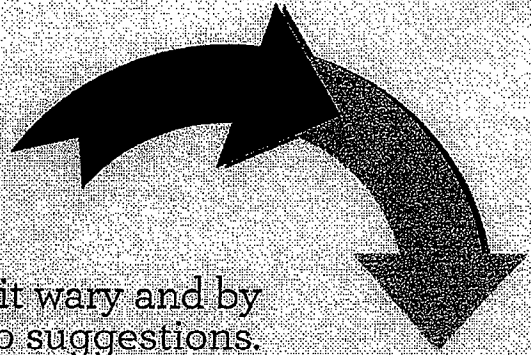
have trained 11 people - all county employees."

What made the use of county employee leaders even more effective was placing people with departments other than their own to evaluate their area.

"For instance, the highway commissioner recently worked with the zoo to review zookeeper routes," said Hinz. "It gives the trainer a fresh perspective and allows them to see things more clearly."

At the heart of the LEAN Management philosophy is a *kaizen*, which is the continuous improvement of an entire value stream or individual process to create more value with less waste.

A group *kaizen* in essence is a workshop, typically three days long, which brings together team leaders, managers and employees of a particular county department to analyze every single aspect of the jobs they do on a daily basis. During the group *kaizen*, the team identifies and implements significant improvements in a process. The *kaizen*, led by a county employee trained as a facilitator, is where real change begins.



People often start out a bit wary and by the end, are offering up suggestions.

For instance, after the group *kaizen* for zookeeper routes, participants were able to review efficiencies and create an additional 30 minutes in a zookeeper's day and reduce overall distance traveled.

Another group *kaizen* analyzed the process for which paternity was established in the county. Because of the involvement of participants from different areas, including Child Support, Corporation Counsel and Economic Support, they were able to eliminate duplicative efforts. What is a complex and time-consuming process of establishing paternity has been greatly simplified, oftentimes keeping cases out of the already-clogged court system.

"You can see an evolution of what people are thinking from the beginning to the end of a *kaizen*," said Hinz. "People often start out a bit wary and by the end, are offering up suggestions and changes they may not have thought of before or felt empowered enough to even bring up."

From the group *kaizen*, a report is given to the LEAN Steering Committee, where change is reviewed and implemented.

One of the guiding principles of LEAN is that continuous improvement is as its name implies—continuous. Hinz stressed that the success of the steering committee approach hinges upon having a comprehensive regular meeting between all

team members, LEAN leaders and facilitators and management. Generally, the committee meets monthly.

For those serving on the LEAN Steering Committee, the commitment is a long-term one. There are often simultaneous projects, in which management listens to the details of selected processes good and bad, to determine how—or if—it can assist each team to move ahead productively. It demonstrates management's commitment to the LEAN process and provides time for listening, understanding and the enablement of all participants.

After just over a year of using LEAN Management, the county is already thrilled to see success stories. Beyond just new procedures that allow the county to better serve their customers—the taxpayers—it also has empowered employees to embrace their positions and be active participants in their jobs.

"A few months back, I ran into Dan Ariens and told him about how our county was utilizing LEAN Management and he was just thrilled to see government embracing the principles of it," said Hinz. "There is no reason that government cannot operate as effectively and as smartly as private business. We are looking forward to what the future holds with LEAN and I am confident it will continue to mean good things for Brown County." ■

